

**CIVILIAN LEADERSHIP**

**DEVELOPMENT**



**MENTOR PROGRAM**

**INFORMATION**

## INTRODUCTION



Mentoring is a powerful form of human development. Some organizations believe mentoring improves the talent of management and technical jobs as well as helps to shape future leaders. Mentoring is not a new concept. It has been part of formal development programs for some time. Mentoring is an effective vehicle for developing leaders. It is a major component of the Department's Civilian Leadership Development (CLD) framework.

## MENTORING DEFINITION

Mentoring links employees with experienced professionals for career development. A mentor facilitates personal and professional growth in an employee by sharing the knowledge and insights that have been learned through the years.

## WHY MENTORING?

Mentoring offers an opportunity for mentors and employees to expand their leadership, interpersonal, and technical skills. Depending on your approach, mentoring may be a very easy, natural process or very sophisticated. In fact, you've probably been mentoring employees for years. Do not hesitate to start off easy and natural!

## ATTRIBUTES

### Characteristics of a good mentor

- Supportive
- Respected
- People-oriented
- Achiever
- Approachable
- Fair and Honest
- Good Motivator
- Good Listener
- Respectful of others
- Effective Teacher

## RELATIONSHIP

The mentor has the lead or leadership role in the relationship. It's a particularly important point since mentoring in the Navy has been chartered as a vehicle for leadership development. However, the employees have the primary responsibility to keep the relationship active.

## RESPONSIBLE

The first responsibility of an effective mentor is to enjoy mentoring. Not even a lukewarm attitude of "since-I-got-into-it-might-as-well-enjoy-it" will do. Mentoring is voluntary, but enjoying mentoring is mandatory! If you don't find mentoring enjoyable, you probably won't be good at it.

### Responsibilities

- ✓Set realistic expectations
- ✓Maintain contact
- ✓Listen with empathy and provide feedback
- ✓Be open minded
- ✓Provide support and encouragement
- ✓Foster the relationship
- ✓Follow through on commitments
- ✓Keep alert for development opportunities
- ✓Share successes and failures

## CONCEPT

### The concept within CLD

- ⇒ Mentors will, generally, be not more than 2 or 3 grades (or military equivalent) above the participant.
- ⇒ CLD participant will select mentor and obtain mentor's concurrence to serve.
- ⇒ Mentors will receive one day of mentor training and one day of assessment training.

## STEPS

---

### Steps in the mentoring process.

#### *“Evaluate your Mentoring Characteristics”*

Do a self-evaluation. Check your traits against the ideal mentor characteristics. Determine whether you can commit to a mentoring relationship. Work on perfecting your mentor traits and abilities.

#### *“Match with an Employee”*

Most likely, an employee will have picked you from a list of individuals who have volunteered to become mentors. Prior to making a commitment, ensure employee/mentor “Match” is a comfortable one.

#### *“Establish Mentoring Guidelines”*

Talk to the employee about expectations, goals, and what they would like to accomplish through the CLD program. Discuss what a successful mentor means. In return explain what you, as a mentor will expect.

#### *“Develop the Relationship”*

Talk to the employee about your roles as a coach, teacher, and motivator. The employee needs to understand that he/she is playing the larger role in the relationship, by deciding upon goals and developing strategies for achieving them.



## STAGES

---

### There are four stages of mentoring.

1. **Prescriptive**: Necessary when the employee has little or no experience at the job or in the activity. Mentor;
  - ★ Directs and advises employee who depends heavily on this support and instruction.
  - ★ Gives a lot of praise and attention to build employee’s self-confidence while providing detailed information on many issues and procedures.
  - ★ Gives examples of how to handle situations with consequences.
  - ★ Mentor assumes role of : **Coach, Teacher, and Motivator**.
2. **Persuasive**: Mentor may need to persuade employee to:
  - ★ Find answers
  - ★ Seek challenges (with direction)
  - ★ Take risks
  - ★ Make new discoveries by suggesting new strategies, questions and challenges.

Mentor role is generally one of: **Counselor and Guide**

3. **Collaborative**: Employee and mentor work together to jointly solve problems. Employee actively cooperates in their professional development plan. Mentor exercises roles of: **Career Advisor and Role Model**
4. **Confirmative**: Employee requires mentor’s wisdom and professional insight into policies and people.

Mentor is a sounding board, empathetic listener and a supporter. As a sponsor, mentor watches for, creates, or negotiates opportunities for the employee that may not be known by the employee. Mentor gives advice and encouragement about career decisions and plays the role of: **Sponsor**

---



## MEETINGS

### Managing Meetings

- Prepare for each meeting.
- Establish an agenda.

#### Action

- Seeking options or ideas to plan career paths
- Making a significant decision towards change
- Considering further education or training
- Need to work through a problem

#### Purpose

- Give information
- Explore opportunities for change promotion and /or training
- Analyze informally skills, experience, and training
- Analyze problem, develop solutions

#### Desired Outcome

- More informed choices
  - Action plan
  - Increased alternatives
  - Optional choices
- 
- Work toward meeting objectives.
  - Exchange feedback.
  - Briefly evaluate the meeting.

## GETTING STARTED

### Establish a Protocol

- How often do you want to meet?
- How long do you want to meet?
- Where would be a good place to meet?
- When will you set the next meeting: Will reminders be necessary?
- How will you communicate with each other (e.g., by phone, fax, email)?
- How should you prepare for meetings?

## EMPLOYEE

### Employee Characteristics and Responsibilities

| Characteristics     | Responsibilities                |
|---------------------|---------------------------------|
| Receptive attitude  | Prepare for meetings            |
| Active participant  | Develop                         |
| Open                | Take initiative                 |
| Eager to learn      | Be flexible                     |
| Team player Patient | Follow through Contribute ideas |
| Risk taker          | Be open to discussions          |
| Positive            | Work toward relationship        |

## CLOSURE

### Ending the Mentoring Process

It is healthy for a Mentoring relationship to end or be replaced. The following are three common reasons why

Mentoring relationships end:



- ◆ The employee grows beyond the boundaries of the relationship. When an employee begins to gain more confidence and starts to perform more independently,
- ◆ The employee and the mentor have a “falling out”. You may also find that the Mentoring relationship is no longer beneficial to you or the employee. When a Mentoring relationship ends, reflection and analysis need to be employed to discover why

Both the employee and the mentor should think carefully about whether their expectations were realistic and whether their behaviors were appropriate.

- ◆ The mentor and/or employee leave their position, activity, or Department of the Navy. Depending on the circumstances, certain roles may continue even in these situations.

## REWARDS OF MENTORING



### The rewards of Mentoring

| The Mentor  | The Employee                        | The Navy   |
|---|-------------------------------------|--|
| Learning from the employee  | Builds Confidence                   | More Competent workforce   |
| Satisfaction in fostering growth  | Enhances career satisfaction        | Support for workforce diversity                                    |
| Pride in the achievement of another                                     | Increases opportunities             | Conservation of corporate memory                                   |
| Opportunity to practice management, leadership and interpersonal skills | Provides smooth transition          | Development of qualified employees with improved leadership skills |
|   | Facilitates Leadership competencies |  |

## SIGN-UP

### I want to be a Mentor! What do I do now?

Fill out the “application”  
You will be contacted about the training schedule.  
Attend the training.  
Be registered in our directory.

## POC

Contact designated CLD administrator. Request the “Volunteer to be a Mentor” application.